



Crafting Service Partnerships That Last

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United Homeless Healthcare Partners

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Learning Objectives

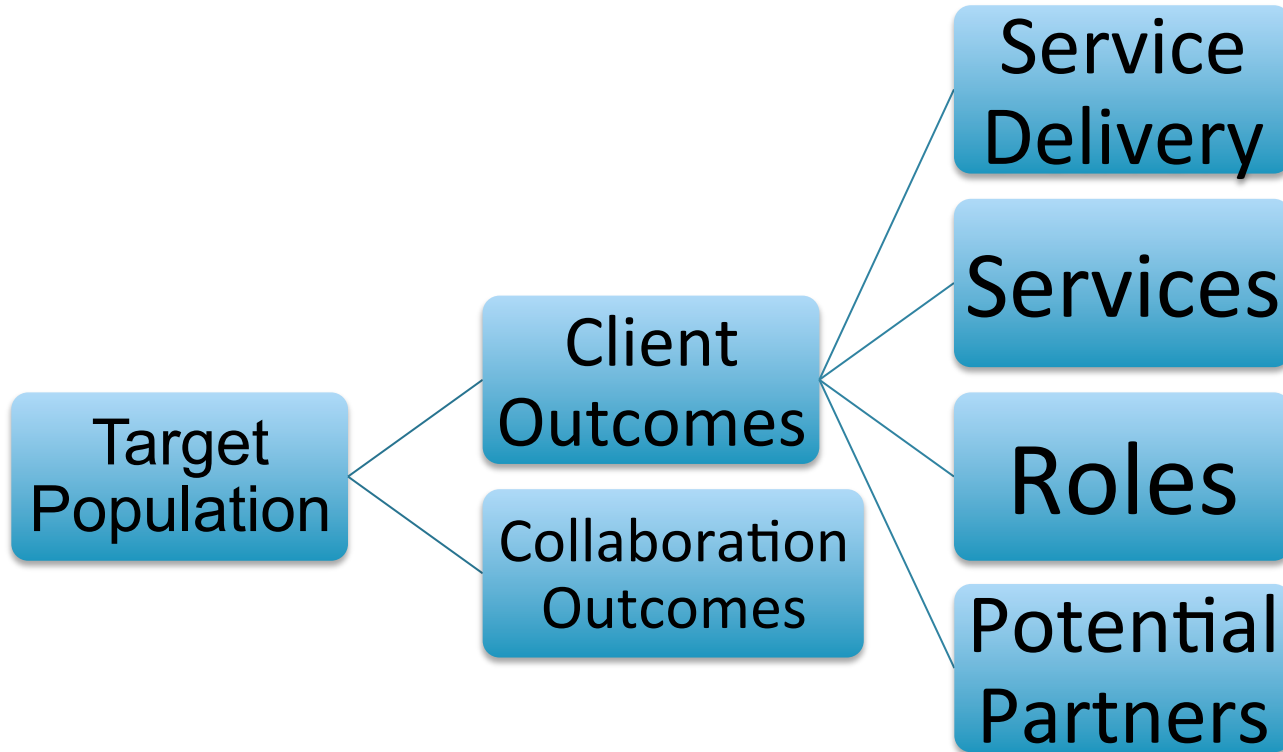
Participants will be able to:

- Describe how target populations and service needs drive the types and depth of collaborations and partnerships
- Identify basic models of collaborations and partnerships
- Define elements of operating agreements
- Identify 2 – 3 operating agreements for a potential partnership

Collaboration

- Collaboration is an interactive process between organizations that involves:
 - Negotiation
 - Development and assessment of commitments
 - Implementation of those commitments
- Organizations negotiate, develop and make assessments about their commitments based on their own interests and the interests of the collective.

Crafting Service Partnerships



So Who Do You Need?

Services Needed by Clients

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Those We Have the Capacity to Provide

=

Services to be Provided by Potential Partners

What's Your Model?

Planning Elements	Cooperation	Coordination	Collaboration	Integration
Vision/ Mission	Aware of Others'	Reviewed to Avoid Overlap	Supportive	One
Strategic Goals	Aware of Others'	Reviewed to Avoid Overlap	Supportive	One
Services	Aware of Others'	May refer clients or have limited joint projects	Operate joint service projects	One set of services
Resources	Distinct	May fund joint services	Many resources are shared	Shared
Culture	Distinct	Distinct	Supportive	One
Leadership	Distinct	Distinct	Some services have shared	One
Governance	Distinct	Distinct	Substantial overlap is ensured	Shared

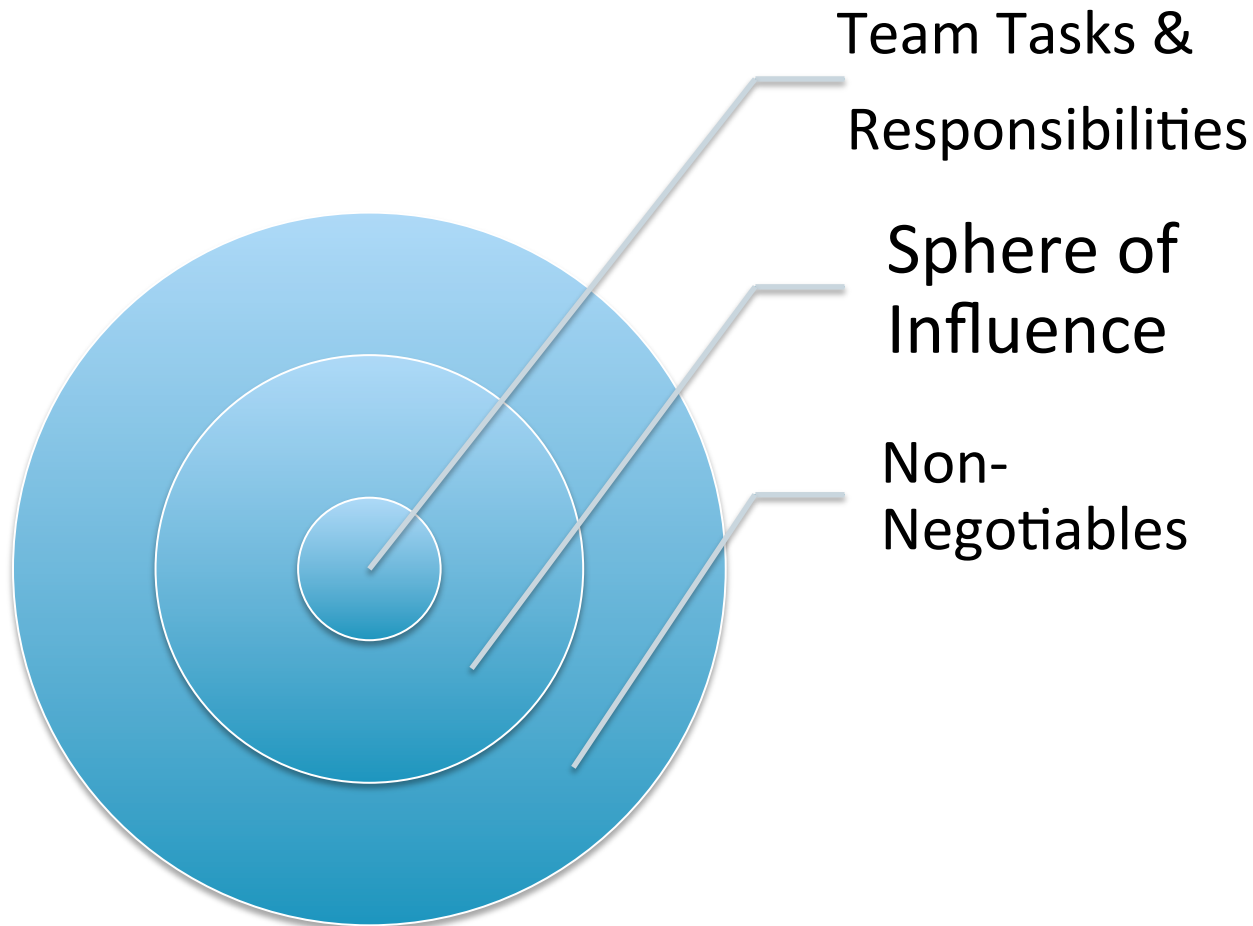
What Teams Need to be Successful

- **A Team Charter**
- **Clear Boundaries of Authority**
- **Team Operating Agreements**
- Performance Standards & Measurements
- **Expert Coaching**
- Organizational Support & Resources
- Self-Managing Team Members

Team Charter

- What is the purpose of our team?
- Who are our stakeholders?
- What are their expectations?
- What are our planned outcomes for our clients?
- What are our planned outcomes for the collaboration?

Clear Boundaries of Authority





Operating Agreements

- Communication
 - Team
 - Stakeholders
 - “Critical Others”
- Decision-Making
- Handling Conflict
- Team Meetings



Expert Coaching

- Maintain the self-confidence and self-esteem of others
- Be specific about desired behaviors and results
- Actively listen for facts, feeling, and feedback
- View each decision as a potential coaching opportunity
- Use questions to stimulate independent problem solving
- Maintain focus, enthusiasm, and “big picture” perspective



Charters

Definition

A Charter is a *document* issued by a body of authority granting and defining the scope of the assignment, the accountability and authority, and the responsibilities of the body to which it is issued. Chartering is the *process* of granting such authority and of defining such accountability, authority, and responsibility.

--Ellis/Edwards
spin on Webster

What It Does

It provides the scope of work and performance expectations for a work group. The charter is the framework for the planning, priorities, and decision-making of the group.

A Charter clearly defines:

- The “body” being chartered, e.g. a team, task force, *ad hoc* committee
- The purpose for the group’s existence
- The outcomes, deliverables, or ends to be achieved (accountability)
- The means the group has to achieve the outcomes (authority)

A Charter can further define:

- Specific time frames or due dates
- Financial parameters
- Customers of the chartered body and their expectations
- Definition of success for the group

Process for Development

A charter can be developed by the “body of authority” and given to the team or work group. It can also be developed by the team or work group and submitted to the “body of authority” for approval.

Template for Developing a Charter

_____ TEAM CHARTER
(Name of Group)

The purpose of the _____ Team is to _____. The scope of work under this charter is _____. Our customers are _____ and their expectations are _____.

Our outcomes will be _____ and effectiveness for us is _____, as measured by _____.

Some Questions to Address to Create a Team Charter

- What is the purpose of this team?
- What is the scope of work for this team?
- Who is our Customer(s)?
- What are the expectations of our Customer?
- How will we be measured?
- We are accountable for...
- Our challenge is...

Sample Charters

Communication Task Force Charter

To identify opportunities for dramatically improving communication within the organization, in a way that isolates specific behavioral practices, patterns, processes or systems for modification or re-engineering, so that information will flow appropriately, on a timely basis, leading to system health.

Long-Range Community Service Committee Charter

The Long – Range Community Service Committee is an *ad hoc* committee whose purpose is to:

- Assess the needs of our community, the Club's current activities, and the resources and capacity of the Club

- Develop recommendations concerning the role of Zonta in the SCV community, including domestic and other violence against women
- Present these recommendations to the Board and Club by November 2002

Girls Scouts of the USA GOVERNANCE TASK GROUP CHARTER

Purpose

To explore and make recommendations for clarifying the roles, responsibilities, and expectations of the National Board of Directors, the National President, the National Executive Director, and the National Nominating Committee.

Charge

The Governance Task Group will study, evaluate, and make recommendations to the National Board of Directors regarding the process by which the National Board, the National President, the National Executive Director, and the National Nominating Committee will carry out their respective governance and management roles and responsibilities as currently mandated by the GSUSA Congressional Charter, the Constitution, the Bylaws, and the ethical values as stated in our Promise and Law. The task group will recommend ways of work that promote the effective functioning of the National Board, and the primacy of volunteer leadership for the present and future of the organization.

The task group will take into consideration the interdependence of all four entities as it studies the broad areas of strategic direction of the Movement, the making and implementing of national policies, and the relationships between Board functions and operational functions. The task group will also assess the role of the National Executive Director in implementing policy directions set by the National Board, and review the process followed by the National Nominating Committee in selecting and evaluating potential National Board members. In as much as the current practice of the National Nominating Committee is to nominate itself, the task group will also study, and evaluate the method of selecting the National Nominating Committee members, and to whom they are accountable.

The task group will recommend a means by which the National Board, National President National Executive Director, and National Nominating Committee will be accountable for all areas of their responsibilities.

Task Group Authority

The Governance Task Group is accountable to and is responsible for making recommendations to the National Board of Directors relating to its charge.

Suggested Ways of Work for the Governance Task Group

In considering the interdependence of all four entities, the task group should define the relationship between the national staff and the volunteer officers and directors. In doing so, it should assess the most effective ways of communicating the responsibilities of each role, and how issues are discussed and information shared between groups.

As the task group assesses the role of the National Executive Director, it should consider the National Executive Director's responsibility for keeping the National Board informed of operational issues that relate to Board-set policies or of areas requiring policy direction, and of the use of outside consultants in lieu of or in addition to professional GSUSA staff to implement National Board policy. Additionally, in reviewing the process followed by the National Nominating committee, the task group should establish guidelines for ensuring National Board involvement in developing the criteria for Board membership used by the Committee. In doing so, the task group should evaluate appropriate channels for providing input to the National Nominating Committee, and ways of enhancing understanding of the process.

As the task group develops criteria for holding all four entities accountable for their responsibilities, it should also include a means by which expectations can be developed, outcomes can be measured and monitored, and oversight of management can be provided. In addition, the task group should define how conflicts between roles are identified, who is responsible for resolving such conflicts, and what resources are available to facilitate this process,

In carrying out its charge, the task group shall survey similar organizations, and seek input from the various points of view through objective means (such as questionnaires and focus groups).



OPERATING AGREEMENTS

WHAT THEY ARE

Statements that describe how we've agreed to work with each other

They are behavioral and process-oriented and describe what we will do and how we will do it

Few in number, simple in construction, and clear in intent to members and others working with you

Define your methods of communication, decision-making, managing conflict, and conducting meetings

HOW THEY WORK

Allow people to work on a level playing field because the rules were developed and agreed to by all

Enable a person's behavior – not character - to be called into question when an operating agreement is not followed

(With values) Form part of an organization's culture

Can pilot an organization through rough times: If members trust and respect their operating agreements, they don't necessarily have to trust and respect each other

EXAMPLES OF OPERATING AGREEMENTS

COMMUNICATION

- We will copy each other on all correspondence relating to our shared goals OR we will post all correspondence relating to our shared goals on-line in an interest group site or similar.
- Each committee (functional area) will prepare and distribute a monthly report of activities and updates.
- Each member will have 30 seconds to present his/her views each time s/he speaks so that all points of view can be heard and no members dominate the discussion.

DECISION-MAKING

- We will use consensus as our primary decision making style. We will set time limits and if a consensus decision is not reached in that time frame, majority rule will be our fall back position.
- Our definition of “consensus” means that once we’ve reached a decision, all members will support it.

MANAGING DISAGREEMENTS

- We will recognize that differences of opinion and open debate are signs of a healthy organization. We will focus our discussions on the issues, not the person presenting the ideas.
- If we have disagreements with each other, we will discuss them with the people involved and not with others.

MEETINGS

- We will have a meeting leader for each meeting and this will rotate every three months. The responsibilities include soliciting agenda items, preparing and distributing the agendas in advance, chairing the meeting, and distributing the meeting minutes.
- We will distribute a meeting agenda at least the day before the meeting.
- Meeting minutes will be distributed within 3 days after the meeting. These will reflect decisions made and assignments accepted.